

**Page Denied**

6 February 1984

MEMORANDUM FOR:

FROM:

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SUBJECT: Self-examination and New Initiative Moves

1. While I don't have any specific suggestions to improve any identifiable Agency operation, I firmly believe that CIA managers and supervisors do not spend enough time inculcating a sense of professionalism in our employees, both young and old, but especially in new employees.

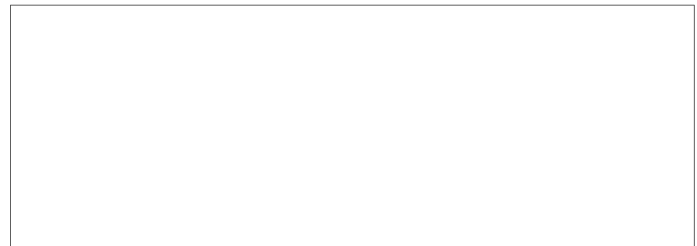
2. Too often we get bogged down in our daily tasks and fail to realize that each job, and I do mean each and every function inside this Agency at home and abroad, serves the goals of our professional intelligence organization; and if they don't, we shouldn't be doing them.

3. It is usually easy for upper management (let's say 14s and above) to identify with the big picture. But we must motivate clerks, researchers, analysts, systems analyst programmers, finance officers, communicators; in fact, every discipline that exists in CIA. The importance of this job cannot be over-rated. Nothing less than the best effort from each of us is good enough. An excellent organization is not something you can touch. It is the attitude of every single individual. It is going the extra mile every time it is necessary. Our employees are generally willing to do it, but we, as managers, need to be smart enough to recognize jobs well done and to verbalize it.

4. The attitude of professionalism is required in every job in CIA. Foster individuality and creative thinking. Ask every employee when he or she goes on to another job, "How can we do this job better?" Expect responsibility and professionalism and we will get it. Ignore these wells of potential input, and we will hear nothing.

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5. If we insist on excellence, most will respond and those who don't want to get involved in being a first-rate employee may go away. Being a good productive, responsive, and professional employee does not mean being ranked as the best producer in any particular office. It means giving the best, most professional performance that each can give. When one has honestly done that, he or she deserves a "thank you" for making CIA just a little better, sharper, more incisive organization than it might have been.



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## BRANCH COMMENTS IN SUPPORT OF EXCELLENCE

Branch personnel suggestions that may benefit the Agency's objectives:

--Without adversely affecting the office's performance, an employee should be given the opportunity to pick the hours of their tour of duty.

--Evaluate existing conditions to determine if "HOV" restriction on certain roads adversely affects the daily commuting of Agency employees.

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--Develop a minimum standard for quality, choice, and level of service for our cafeterias.

--Rather than strictly adhere to an occupational guideline for pay scales, some consideration should be given to the accomplishments of multi-skilled employees.

--Improve operation and maintenance at Agency facilities.

--Establish a rapid transit system to serve the Headquarters Compound from major commuter routes.

--Find ways to reduce the papermill and red tape as we go about day-to-day operations.

--Determine a procedure to reduce the annual run on year-end spending.

--Develop a plan to award managers for saving dollars as they manage their programs in lieu of the prevailing policy to spend all of an allocated budget.

Strive for Excellence

Goals

1. Provide the best National Intelligence possible.
2. Reduce bureaucracy.
3. Encourage and reward risk taking.

Standards

1. Staff requirements to assure that projects are necessary and well defined.
2. Promotion by performance.
3. Increase security of covert activities.
4. Provide dual career tracks for management and uniquely skilled experts.